

2017  
–  
2027

# Glenelg Hopkins CMA

## ABORIGINAL PARTNERSHIP FRAMEWORK

# Acknowledgement of Country

*Glenelg Hopkins Catchment Management Authority (CMA) proudly acknowledges the Traditional Owners of Victoria and their rich cultural diversity and intrinsic connection to country. We pay our respects to Elders past, present and future. We also recognize and acknowledge the contribution, interests and rights that Traditional Owners and Aboriginal communities and organisation have in land and water management. We value our partnerships with them, for the health of people and Country.*



Photo: Billy Bell (Gunditj Mirring), smoking ceremony at Budj Bim National Park

Glenelg Hopkins



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# Vision, Purpose and Objectives

The vision of Glenelg Hopkins CMA is to achieve a healthy and sustainable relationship between the natural environment and the community's use of land and water resources. Partnerships with community, landholders and organisations within the region are the foundation of effective land protection and catchment management works. Glenelg Hopkins CMA recognises that Traditional Owners, Elders and Aboriginal communities have a significant role to play in land and water management across the region.

The purpose of the Aboriginal Partnership Framework (the Framework) is to support the full, effective and equitable participation of Traditional Owners and Aboriginal communities in natural resource management (NRM) design and delivery. The Framework will be used by Glenelg Hopkins CMA as a guiding strategy for how we partner with and support Traditional Owners, Elders and Aboriginal communities within our catchment.

The three key objectives of the Framework are to achieve:

- effective engagement – long-term relationships built on trust, integrity and reciprocity where Traditional Owners, Elders and Aboriginal communities are equal partners working with Glenelg Hopkins CMA
- meaningful reconciliation – unity and respect between Traditional Owners, Elders and Aboriginal communities, and Glenelg Hopkins CMA
- improved cultural competency – knowledge, skills and the organisational support given to Glenelg Hopkins CMA staff, Board and Committees to understand, communicate and effectively work in a cross-cultural context.



In developing this Framework, the CMA has engaged with Traditional Owners and CMA staff on the Framework's purpose and content. The CMA has also taken into consideration State and Federal policy and legislation which helps inform our role and responsibilities in enabling effective Aboriginal participation in NRM, including:

- Native Title, Traditional Owner Agreements, Aboriginal Heritage, the National Water Initiative, Environmental Protection and Biodiversity Conservation Act and Catchment and Land Protection Act
- Victorian Aboriginal Affairs Framework, Victorian Aboriginal Economic Strategy, Munganin-Gadhaba (Achieve Together) – DELWP Aboriginal Inclusion Plan and Aboriginal Participation Guidelines for Victorian Catchment Management Authorities
- The Council of Australian Governments' commitments to closing the gap in Indigenous disadvantage
- Traditional Owner Country Plans and Joint Management Plans.

This Framework, and its implementation, complement the Glenelg Hopkins Regional Catchment Strategy (2013-19) and Waterways Strategy (2014-2020), and fulfil key funding expectations of the Australian Government's National Landcare Programme.

*Photo: Tya Lovett (Aboriginal Victoria) and CMA staff on a Sea Country cultural awareness training day.*



## Glenelg Hopkins CMA – Our Role

Glenelg Hopkins CMA supports communities across the region to create healthy catchments through strong partnerships which focus on maintaining and enhancing the integrity of soils, water and biodiversity in the face of a changing climate. The CMA, under the *Water Act 1989* (Vic), also has a statutory responsibility for ensuring effective waterway and floodplain management in south west Victoria.

The direction for the management of the region's natural resources is outlined in the CMA's Regional Catchment Strategy, which has been developed in partnership with many regional organisations, agencies, community groups and individuals under the *Catchment and Land Protection Act 1994* (Vic).

The CMA is governed by a board of community Directors who are responsible and accountable for the good governance, strategic direction and efficient operation of the CMA. Directors are appointed by and report to the Victorian Minister for Water, Environment, and Climate Change.

Working with Traditional Owners, Elders and Aboriginal communities is key to helping achieve the CMA's mission of *"improving relationships between the environment and the community to achieve wise use of our regional natural resources in partnership with the government"*.

This Framework will help support this by:

- ① cultivating a working environment based on two-way knowledge sharing
- ② improving the awareness and competence of our staff
- ③ strengthening our processes of engagement and participation to be more inclusive of Aboriginal values and interests
- ④ having a focus on the multiple benefits and outcomes that are derived through NRM partnerships within the cultural landscapes of south west Victoria.



# Aboriginal Land and Sea Management in the Region

The Glenelg Hopkins region is a diverse landscape, covering volcanic plains, grassy woodlands and Eucalypt forests, productive sea country, significant rivers and extensive wetland systems. These landscapes are rich in both plant and animal life – such as birds, fish, eels, kangaroos and yam daisies, which have sustained permanent settlements of Aboriginal people in the region for at least 11,000 years. Thousands of ancient and more recent Aboriginal heritage places can be found throughout the region and include scarred trees, stone arrangements, middens, rock paintings, stone house sites, mission sites, fish taps and quarries.

Aboriginal peoples across the region have retained a strong identity and connection to the traditional lands for which they have custodial rights and responsibilities. Today, the Glenelg Hopkins catchment area coincides with five Traditional Owner groups who help manage the region's unique cultural and biodiversity values through critical initiatives such as Indigenous Protected Areas, joint-managed National Parks and private land holdings (see Figures 1 and 2). The region also boasts two National Heritage listed cultural locations, Budj Bim landscape, which contains the remains of the world's oldest aquaculture system, and Gariwerd (Grampians National Park), which has an extraordinarily array of Aboriginal rock art sites. For many of these Traditional Owner groups their priorities and

objectives for managing Country are documented in Country Plans, NRM strategies and other state-wide reports (see Appendix 1).

There are 3 ways in which the Victorian Government formally recognises Traditional Owners of a particular country:

- Native Title settlements as part of a determination by the Federal Court under the Native Title Act 1993 (Cwth)
- Recognition and settlement agreements under the Traditional Owner Settlement Act 2010 (Vic)
- Victorian Aboriginal Heritage Council appointing a Traditional Owner corporation as a Registered Aboriginal Party (RAP) under the *Aboriginal Heritage Act 2006* (Vic).

Within the catchment there are also local Aboriginal organisations which deliver a range of health and well-being, social, educational, and economic and community development programs for community members.

The CMA recognises the diversity in Aboriginal representation across the region and is committed to building relationships and supporting partnerships with Traditional Owners and the broader Aboriginal community where there is an interest (see Table 1).

**Table 1. Traditional Owner and Aboriginal community organisations in south west Victoria**

Traditional Owner and Aboriginal Community Organisations	Native Title <sup>1</sup>	Registered Aboriginal Party <sup>2</sup>	Land Management	Health, employment, well-being organisation	Indigenous Protected Area
Barengi Gadjin Land Council	✓	✓	✓		
Eastern Maar Aboriginal Corporation	✓	✓	✓		
Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC	✓	✓	✓		✓
Martang Pty. Ltd.		✓	✓		
Wathaurung Aboriginal Corporation (trading as Wadawurrung)		✓	✓		
Framlingham Aboriginal Trust			✓	✓	✓
Winda Mara Aboriginal Corporation			✓	✓	✓
Ballarat & District Aboriginal Co-operative				✓	
Dhauwurd Wurrung Elderly Citizens Association Inc				✓	
Gunditjmara Aboriginal Co-operative				✓	
Kuuyang Maar Aboriginal Corporation			✓	✓	
Worn Gundidj Aboriginal Co-operative			✓	✓	

<sup>1</sup>Native title is the recognition by Australian law that some Aboriginal people have rights and interests to their land that come from their traditional laws and customs. Native title can exist where traditional connection to land and waters has been maintained and where Government acts have not removed it. It may include possession, occupation, use and enjoyment of traditional country. It may include the right of access to an area of land or the right to participate in decisions concerning how the land or waters is used by other people. Any native title rights and interests are subject to other existing rights (e.g. freehold or leases), and those other rights take precedence over native title rights. For this reason, native title rights will vary according to the rights of other people in the area claimed.

Figure 1. Map of Native Title Claims and Determinations in Victoria

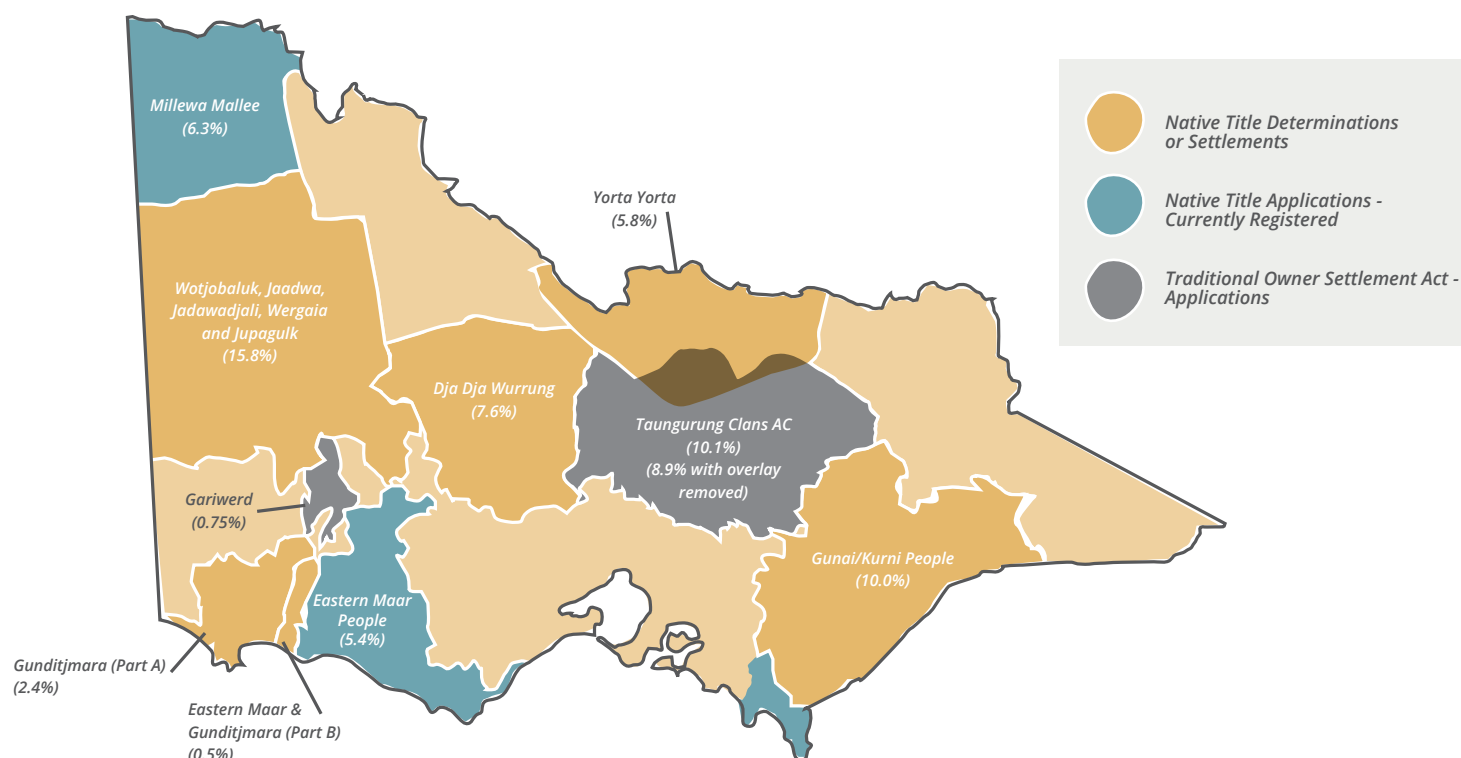
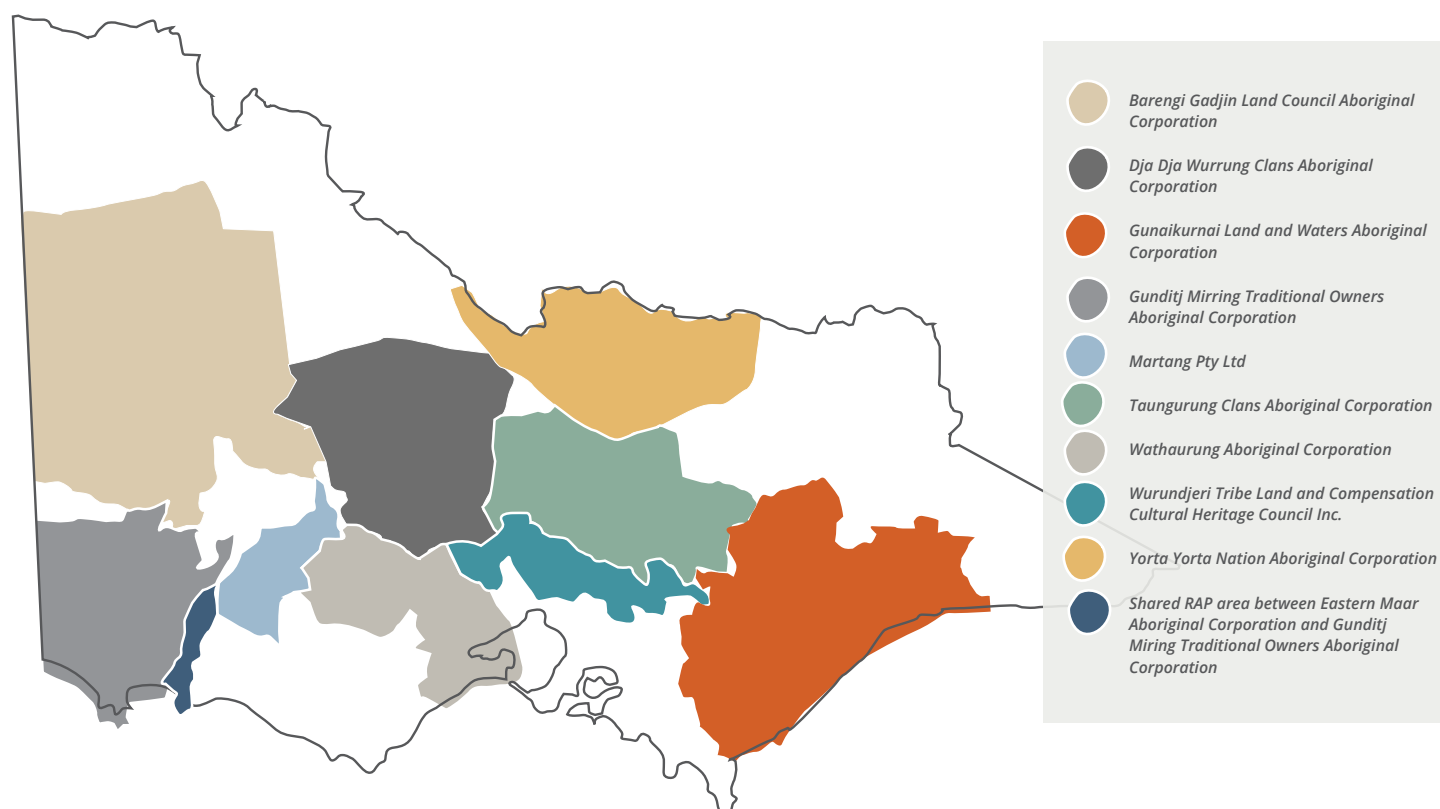


Figure 2. Map of Registered Aboriginal Parties in Victoria



<sup>2</sup>Registered Aboriginal Parties (RAPs) are organisations that hold decision-making responsibilities under the Aboriginal Heritage Act 2006 for protecting Aboriginal cultural heritage in a specified geographical area. The Victorian Aboriginal Heritage Act 2006 (the Act) recognises Aboriginal people as the primary guardians, keepers and knowledge holders of Aboriginal cultural heritage. At a local level, RAPs are the voice of Aboriginal people in the management and protection of Aboriginal cultural heritage in Victoria. RAPs provide a wide range of services to the wider community.

# Building our Partnerships

The CMA has been working with Traditional Owners and Aboriginal organisations for the past fifteen years. Our partnerships have helped achieve regional NRM priorities, and fulfil the broader aspirations and opportunities that Traditional Owners, Elders and Aboriginal communities have for managing their land and sea country. Examples of past and current Aboriginal partnership activities which help manage the region's natural and cultural resources include:

Involvement in the Lake Condah restoration and Budj Bim Sustainable Development Project

Supported the Mt Eccles Lava Flow Botanical Management Plan

Enabled the development of *Meerreengeeye ngakeepoorryeeyt* – a country plan for Eastern Maar, in partnership with Corangamite CMA and Native Title Services Victoria

Over 35 Yarns on Farms visits conducted to build relationships between landholders and Gunditjmarra Traditional Owners across the region

Formalised partnership with Gunditj Mirring

Members from two Indigenous Ranger Groups involved in a range of training and capacity building activities

230 Year 8 Baimbridge College students involved in the Gunditjmarra Junior Ranger Country program, including hands-on learning about Gunditjmarra culture and history

Sponsor traditional knowledge fire exchange programs between Elders from NSW and Traditional Owners from Gunditj Mirring, Barengi Gadjin Land Council and Wadawurrung

Coordinated the Glenelg River Aboriginal Water Values Scoping Project, which has informed the first environmental water release in Victoria to support both environmental outcomes and Aboriginal cultural values





42 CMA staff and Board members completed a range of cultural competency training and workshops

Facilitated the employment of three Indigenous project officers

Improved awareness and protection of Aboriginal cultural heritage on private land: three heritage sites registrations, four heritage site assessments, and over 60 landholders attended workshops

Supported traditional knowledge projects – such as Beenak (basket) weaving workshops between Wadawurrung women and Bunurong Elders, and traditional ecological and cultural knowledge inclusion in the region's Woodland Bird booklet and Part-parti Mirring-yi App

While the CMA has statutory responsibilities under the *Catchment and Land Protection Act 1994* (Vic), it also has a regional leadership role to help build knowledge and develop strategic NRM partnerships with community, landholders and organisations. We recognise that effective partnerships are a learning process and require a long-term commitment. Partnerships need to be a collaborative, inclusive process of discussion, negotiation and review. Partnerships need to be responsive to differences in knowledge and experiences, and flexible enough to incorporate new information. Effective partnerships also require investments in time and resources to support the achievement of agreed objectives and outcomes. The CMA's commitment to on-going Aboriginal partnerships is reinforced through this Framework. Some of the key investment areas for continued partnership delivery, identified in collaboration with Traditional Owners, Elders and Aboriginal communities, include:

- Reinstating cultural burning across the landscape
- Supporting cultural flows and Aboriginal environmental outcomes through water management
- Restoring the region's hydrology and wetland systems
- Traditional ecological and cultural knowledge projects
- Supporting NRM economic development opportunities
- Improved protection of Aboriginal cultural places
- Indigenous NRM employment, training and capacity building
- Continued support for and growth of knowledge sharing and relationship building activities, such as the Junior Ranger and Yarns on Farms extension programs.

# Guiding Principles

*The CMA works from the basis that Traditional Owners and Aboriginal communities have an interest in everything we do in relation to land and water management. Through this Framework, our commitment to successful partnerships is guided by the eight principles detailed in the Aboriginal Participation Guidelines for Victorian CMAs:*

## GOOD ENGAGEMENT TAKES TIME AND SUPPORT

Allow adequate time and resources to engage, allow for contingencies and provide opportunities to meet on Country

## THE HEALTH OF PEOPLE AND COUNTRY ARE ALL ONE

Promote connections with Country through different pathways. Consider how environmental activities can be designed to enhanced the health and wellbeing of people

## PROTOCOLS ARE IMPORTANT

Collaboratively develop and follow agreed protocols for participation, making sure they include ways to obtain the free, prior and informed consent of Traditional Owners before undertaking projects that affect their rights and obligations to lands and waters

## ABORIGINAL LEADERS HAVE MANY DEMANDS ON THEIR TIME

Aboriginal leaders have interests and responsibilities across all sectors and levels of society. They need to engage with other agencies and organisations as well as yours. Think about engaging from a whole of government perspective, and foster partnerships with other agencies

**ABORIGINAL CULTURE,  
KNOWLEDGE AND  
OBLIGATIONS TO COUNTRY  
ARE DIVERSE**

Explore innovative management approaches that embrace different knowledge, knowledge systems and cultures

**MEANINGFUL  
PARTICIPATION IS  
BASED ON FAIRNESS,  
EQUITY AND  
MUTUAL RESPECT**

Build mutual respect by valuing Aboriginal culture, knowledge, obligations, connections and diversity. Build relationships through cross-cultural exchanges

**TRUST DEPENDS  
ON SHARED  
UNDERSTANDING AND  
CLEAR COMMUNICATION**

Build trust through creating common experiences and nurturing long-term partnerships. Listen and learn together to evolve information sharing and communication strategies

**PASSING ON  
TRADITIONAL  
KNOWLEDGE IS  
IMPORTANT**

Create opportunities to facilitate the transfer of Traditional ecological and cultural knowledge





*Photo: Traditional burning carried out as part of Wiyin-murrup Yangarramela – a joint fire project with Corangamite CMA, Wadawurrung and other partners*

## Framework Implementation

This Framework will remain current from 2017 to 2027, to ensure that an inclusive, long-term approach to Aboriginal partnerships is adopted across the organisation. The Framework targets, actions and outputs are detailed in the following tables. Some of the targets and actions are currently being undertaken, some are in the planning stage, while others are aspirational and require development and consultation with Traditional Owners, Aboriginal communities, Agencies and other partners to be achieved.

The Framework targets and actions are structured around the key themes of:

- ① Organisational culture – Displaying the appropriate behaviours and attitudes that value Aboriginal people and their culture.
- ① Organisational responsiveness – Having the knowledge, ability and skills to work with Aboriginal people and organisations.
- ① Organisational practice – Developing and using appropriate policies and procedures that create a safe and inclusive work environment that is respectful and responsive to Aboriginal peoples aspirations and values.

The successful achievement of the Framework's targets and actions is reliant on funding and support. Targets will only be undertaken if they are appropriately resourced. Timeframe targets are based on the end of each financial year.

# Framework Targets and Actions Matrix

## 1.0 Organisational culture – valuing Aboriginal people and their culture

Implementation Targets	Actions	Responsibility	Timeframe (end of financial year e.g. 30 June)	Outputs
<b>1.1 Regional awareness of Aboriginal NRM Engagement Frameworks</b>	1.1.1 All staff across the organisation aware of the development and implementation of the Glenelg Hopkins CMA Aboriginal Partnership Framework and the Aboriginal Participation Guidelines for Victorian CMAs	Partnership Project Coordinator	2018	Engagement event: 50 GHCMA staff informed of the Framework by 2018
	1.1.2 Inform key stakeholders/partners of the Glenelg Hopkins CMA Aboriginal Partnership Framework	Partnership Project Coordinator	2018	Publication: 5 stakeholders/partners informed of Framework by 2018
	1.1.3 Publish the Glenelg Hopkins CMA Aboriginal Partnership Framework as a publicly available document on the GHCMA website	Partnership Project Coordinator	2018	Publication: The Framework is made available on the GHCMA website by 2018
	1.1.4 Media (including webpages, social media and newspapers) releases are used to provide communication to the broader community about Glenelg Hopkins CMA achievements and priorities under the Aboriginal Partnership Framework	Partnership Project Coordinator and PR/Media Project Officer	2027	Publication: 10 media releases to communicate achievements and priorities by 2027
<b>1.2 Improved CMA awareness and involvement in Aboriginal and Torres Strait Islander dates of significance (including National Close the Gap Day, National Sorry Day, National Reconciliation Week, NAIDOC Week, International Day of the World's Indigenous peoples)</b>	1.2.1 Media releases are used to promote Aboriginal and Torres Strait Islander dates and events of significance	Partnership Project Coordinator and PR/Media Project Officer	Annually	Publication: 4 media announcements annually
	1.2.2 All staff are provided with the opportunity to participate in events that recognise days of significance for Aboriginal and Torres Strait Islander peoples	All staff	Annually	Engagement event: 10 GHCMA staff participate in events annually
	1.2.3 In consultation with Traditional Owners, Elders and Aboriginal communities, support internal and external events that celebrate and recognise dates of significance	Partnership Project Coordinator and PR/Media Project Officer	Annually	Engagement event: 1 internal/external engagement event held annually
<b>1.3 Develop and maintain mutually beneficially relationships and partnerships</b>	1.3.1 Traditional Owners, Elders and Aboriginal community members are invited into the office to connect and share experiences	All staff	Annually	Engagement event: 1 event annually
	1.3.2 Promotional material, including formal agreements with Traditional Owners and Aboriginal communities are visibly displayed within the CMA offices for staff and visitors to see	Partnerships Project Coordinator/ Business and Finance Officer	2027	Publication (visual): 4 promotional materials displayed in CMA offices by 2027
<b>1.4 Reward and celebrate staff that demonstrate a positive organisational culture</b>	1.4.1 Staff achievements are acknowledged through the CMA rewards and recognition program	All Staff	On-going	This is not a reportable DELWP Standard Output

## 2.0 Organisational responsiveness

### – Knowledge, skills and the ability to work with Aboriginal people and organisations

Implementation Targets	Actions
2.1 Continuous cultural learning opportunities are provided to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	2.1.1 Cultural awareness induction sessions are provided for all new CMA staff as part of their employment
	2.1.2 Cultural awareness induction sessions are provided for all CMA Committee members
	2.1.3 A review of staff's cultural awareness training needs within the CMA is conducted
	2.1.4 Cultural awareness training packages are developed and delivered in collaboration with Traditional Owner groups in the region, including local cultural experiences and immersion opportunities. These training sessions are provided for the CMA Board and staff. This training can be extended to project partners where appropriate
	2.1.5 Embed cultural awareness Key Performance Indicators in all staff performance reviews
2.2 Improved awareness and protection of Aboriginal cultural heritage	2.2.1 Develop an induction and training program for relevant CMA staff, consultants and contractors to ensure appropriate awareness and knowledge of Aboriginal cultural heritage and its protection in the field. This should be done in consultation with Traditional Owner groups in the region
	2.2.2 Run cultural heritage induction and training programs for relevant CMA staff, consultants and contractors to ensure appropriate awareness and knowledge of Aboriginal cultural heritage and its protection in the field
2.3 Best practice consultation and engagement processes are adopted	2.3.1 Training, mentoring and peer-to-peer support is provided to CMA staff, consultants and contractors to ensure that appropriate consultation and engagement processes are used
2.4 Traditional ecological and cultural knowledges are valued and used as a form of expertise	2.4.1 Information sessions are provided for CMA staff to raise awareness of the importance of traditional ecological and cultural knowledge, and the inter-generational process of knowledge transfer. This includes the recognition and use of Aboriginal languages
2.5 Develop and maintain mutually beneficial relationships and partnerships	2.5.1 Develop and maintain a Traditional Owner and Aboriginal community organisation contact list for CMA staff reference. This list also includes regional and state agency contacts
	2.5 Develop and maintain mutually beneficial relationships and partnerships
	2.5.3 As part of project development and delivery CMA staff engage with Traditional Owners and Aboriginal community members, particularly elders and senior knowledge holders, for two-way knowledge sharing and relationship development. Use appropriate and welcoming spaces for meetings, including on-Country visits whenever possible. Projects should include the involvement of young people (less than 25 years) to support inter-generational knowledge transfer



Responsibility	Timeframe (end of financial year e.g. 30 June)	Outputs
Partnership Project Coordinator	Annually	Engagement event (training): 5 CMA staff participate in cultural awareness inductions annually
Partnership Project Coordinator	2027	Engagement event (training): 3 induction sessions completed with CMA Committee members by 2027
Partnership Project Coordinator	Biennial	Assessment (cultural): 6 surveys completed to identify staff training interests and needs by 2027
Partnership Project Coordinator	Biennial	Engagement event: 6 training events delivered by 2027
All staff	Annually	This is not a reportable DELWP standard output Record if staff KPIs are achieved
Partnership Project Coordinator	2019	Plan: A cultural heritage induction and training program is developed by 2019
Partnership Project Coordinator	Biennial from 2019	Engagement event (training): 4 cultural heritage Induction and training programs delivered by 2027
Partnership Project Coordinator	2027	Engagement event: 3 information sessions are held by 2027 to support consultation and engagement
Partnership Project Coordinator	2027	Engagement event: 3 information sessions are held by 2027 to support staff awareness
Partnership Project Coordinator	2018	Information management system: A contact list is developed by 2018 and maintained annually
All staff	2027	Engagement event: 4 information sessions are run to support improved partnership by 2027
All staff	Biennial	This is not a reportable DELWP standard output Record number of on-country visits / number of community members involved/incorporation of traditional knowledge

### 3.0 Organisational practice – Policies and procedures that create a safe and inclusive work environment

Implementation Targets	Actions
<b>3.1 Cultural protocols are embedded as part of organisational functions</b>	3.1.1 The protocol for recognising Traditional Owners at CMA events is reviewed and updated i.e. The Welcome to Country and Acknowledgement of Country palm card
	3.1.2 Invite Traditional Owners to provide a Welcome to Country at significant events each year, including relevant Board meetings
	3.1.3 CMA staff provide an Acknowledgement of Country at other events, including staff meetings
	3.1.4 Create and display an Acknowledgment of Country plaque in Glenelg Hopkins CMA office buildings
	3.1.5 Display the Aboriginal Flag at Glenelg Hopkins CMA office buildings
	3.1.6 Update Glenelg Hopkins CMA meeting agenda templates to include a Welcome/ Acknowledgement of Country
<b>3.2 Develop and maintain mutually beneficially relationships and partnerships</b>	3.2.1 Meet regularly with Traditional Owners and Aboriginal communities to co-design, deliver and review project investment and implementation.
	3.2.2 Develop and implement a CMA-wide process for obtaining the free, prior and informed consent of Traditional Owners before undertaking projects that affect their rights and obligations to lands and water <sup>3</sup>
	3.2.3 Consult and document engagement process with Traditional Owners when developing and reviewing relevant NRM and water-related strategies, e.g. stakeholder engagement plan
	3.2.4 Clearly articulate Indigenous land and sea management aspirations and implementation strategies in the Glenelg Hopkins Regional Catchment Strategy
	3.2.5 Clearly articulate Indigenous land and sea management aspirations and implementation strategies in the Glenelg Hopkins Waterway Strategy
	3.2.6 Clearly articulate Indigenous land and sea management aspirations and implementation strategies in other regional NRM strategies e.g. Soil Health
	3.2.7 Provide adequate resources, time and funding to enable the effective engagement and participation of Traditional Owners, Elders and Aboriginal communities in project design and delivery. This includes agreements on fee schedules where required, and support for attendance at conferences and other engagement events for networking, knowledge sharing and partnership development
	3.2.8 Where appropriate, support Traditional Owner groups to develop, review and implement their own Land and Sea Country Plans
	3.2.9 Evaluate and update the Gunditj Mirring and Glenelg Hopkins CMA Partnership Statement
	3.2.10 Develop a statement of intent with Barengi Gadjin Land Council (BGLC) to show our commitment for collaborative project delivery where priorities and funding align
	3.2.11 Develop a partnership statement with Wadawurrung outlining key partnership principles and on-ground delivery
	3.2.12 Explore opportunities to formalise a partnership with Eastern Maar Aboriginal Corporation (EMAC)
	3.2.13 CMA representatives attend Traditional Owner and Aboriginal community organisational meetings as required e.g. Budj Bim Council, Budj Bim IPA Advisory Group

<sup>3</sup>Free, Prior and Informed Consent (FPIC) is a specific right that pertains to indigenous peoples and is recognised in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). It allows them to give or withhold consent to a project that may affect them or their territories. Once they have given their consent, they can withdraw it at any stage. Furthermore, FPIC enables them to negotiate the conditions under which the project will be designed, implemented, monitored and evaluated. This is also embedded within the universal right to self-determination.

Responsibility	Timeframe (end of financial year e.g. 30 June)	Outputs
Partnership Project Coordinator	2022	Publication: Welcome to Country Palm card is reviewed and updated by 2022
All Program Managers	Annually	Engagement Event: 2 Welcomes to Country provided by Traditional Owners annually
All staff	Annually	Engagement Event: 10 Acknowledgments of Country carried out by CMA staff annually
Partnership Project Coordinator and Business and Finance Officer	2018	Publication (visual): 1 plaque developed and displayed in CMA offices by 2018
Business and Finance Officer	2019	Publication (visual): The Aboriginal Flag is displayed at CMA offices by 2019
Business Administration Officer	2018	Publication: CMA meeting templates updated by 2018
All staff	Biennial	Engagement event: 4 investment and project implementation meetings held every 2 years
Partnership Project Coordinator	2020	Plan: Process developed and implemented from 2020
Strategic Partnerships Manager	2027	Engagement event: 4 events for regional NRM planning documented by 2027
Strategic Partnerships Manager	2020	Plan: RCS reviewed and updated by 2020, in line with state review schedule
NRM Planning Manager	2023	Plan: Waterway Strategy reviewed and updated by 2023, in line with state review schedule
Strategic Partnerships and NRM Planning Manager	2027	Plan: 2 other regional strategies reviewed and updated by 2027, in line with state review schedule
All staff	2022, 2027	This is not a reportable DELWP standard output. Record number of fee/payment schedules developed where required. Record amount of funding dedicated to Aboriginal engagement
Partnership and Investment and Waterway and Catchment Health Program Managers	Aspirational	Plan: Where appropriate, and where funding is provided, plans are supported
Partnership Program Coordinator	2021	Partnership: Gunditj Mirring Partnership Statement reviewed and updated by 2021
Partnership Project Coordinator	2019	Partnership: Statement of Intent developed with BGLC by 2019
Partnership Project Coordinator	2020	Partnership: Partnership Statement developed by Wadawurrung by 2020
Partnership Project Coordinator	2022	Partnership: Partnership formalised with EMAC by 2022
All staff	Annually	Engagement event: CMA representatives attend 3 meetings annually



### 3.0 Organisational practice – Policies and procedures that create a safe and inclusive work environment (continued)

Implementation Targets	Actions
3.3 Traditional ecological and cultural knowledges are valued and used as a form of expertise	3.3.1 In Partnership with Traditional Owners and Aboriginal communities, develop a protocol and process to ensure that their intellectual property (traditional ecological and cultural knowledge and practices) is protected from project inception
	3.3.2 Traditional ecological and cultural knowledge and practices is incorporated into project design and delivery, where appropriate
3.4 Improved awareness and protection of Aboriginal cultural heritage	3.4.1 Develop and implement a Glenelg Hopkins CMA Cultural Heritage Compliance Procedure
	3.4.2 Appropriate staff are trained and use ACHRIS in-line with the CMA's Cultural Heritage Compliance Procedure
	3.4.3 The ACHRIS Protocol Agreement with Aboriginal Victoria is reviewed and updated as required
3.5 Support Indigenous employment, training and capacity building opportunities	3.5.1 Ensure that Traditional Owners and Aboriginal community members benefit from project delivery through opportunities such as employment and training
	3.5.2 Develop and implement an Indigenous Employment and Retention Policy, that includes professional development, traineeship and internship opportunities. Review HR and recruitment procedures and policies to ensure there are no barriers to Indigenous employment in our workplace
	3.5.3 Support professional mentoring and leadership programs for Indigenous employees, including attendance at the Victorian CMA Indigenous NRM Facilitator Network meetings
	3.5.4 Increase Indigenous employment within the CMA and partner organisations to 5 people
	3.5.5 Advertise external CMA vacancies in Aboriginal and Torres Strait Islander media
	3.5.6 In job ads include, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'
	3.5.7 Where appropriate, include Traditional Owner and Aboriginal community member representation on recruitment and selection panels
	3.5.8 Where appropriate, support increased Traditional Owner and Aboriginal community representation on Glenelg Hopkins CMA Board and committees
3.6 Support Indigenous supplier diversity	3.6.1 Review and update the CMA procurement policy and procedure to ensure preferential Indigenous Procurement
	3.6.2 Develop and communicate to staff a list of Indigenous businesses that can be used to procure goods and services
	3.6.3 Investigate opportunities to become a member of Supply Nation

Responsibility	Timeframe (end of financial year e.g. 30 June)	Outputs
Partnership Project Coordinator	2020	Plan: Intellectual Property protocol and processes developed by 2020
All staff	On-going	This is not a reportable DELWP standard output Collect examples of knowledge incorporation
Partnership Project Coordinator	2018	Plan: Cultural Heritage Compliance Procedure developed and implemented by 2018
Strategic Partnerships Manager	2018	Engagement event: 3 CMA staff trained in the use of ACHRIS by 2018
Strategic Partnerships Manager	2022	Partnership: AV Protocol Agreement reviewed and updated by 2022
All staff	Biennial	This is not a reportable DELWP standard output Record number of training events / number of community members involved/employed every 2 years
Business and Finance Coordinator	2022	Plan: Indigenous Employment and Retention Policy developed and implemented by 2022. Review HR recruitment by 2022
All Program Managers	Annual	Engagement: 3 meetings and other professional development opportunities attended annually
All Program Managers	2027	This is not a reportable DELWP standard output, but it will be delivered through the Indigenous Employment and Retention Policy Record number of Indigenous employees by 2027
Business and Finance Coordinator	On-going	This is not a reportable DELWP standard output, but it will be delivered through the Indigenous Employment and Retention Policy
Business and Finance Coordinator	On-going	This is not a reportable DELWP standard output, but it will be delivered through the Indigenous Employment and Retention Policy
Business and Finance Coordinator	2027	This is not a reportable DELWP standard output Record number of Aboriginal and Torres Strait Islander representatives on selection panels
CEO/ Executive Assistant	2027	This is not a reportable DELWP standard output Record number of Aboriginal and Torres Strait Islander representation on Board/ Committees
Business and Finance Program Manager	2018	Plan: An Indigenous Procurement Policy completed and implemented by 2018
Business Administration Officer	2018	Information management system: An Indigenous business list is developed by 2018 and maintained annually
Business and Finance Coordinator	2027	This is not a reportable DELWP standard output A review of membership applicability completed

# Monitoring, Evaluation and Reporting

The monitoring, evaluation and reporting (MER) process for the Framework is outlined below (Table 2). The purpose of MER is to help understand what we have achieved and help identify possible improvements in the implementation of the Framework.

MER should be carried out in collaboration with Traditional Owner and Aboriginal communities where practical and appropriate. This is an important part of building mutual respect, shared knowledge and capacity, and strengthened relationships. The output measures (noted above in the Framework Matrix) will be used as the key evaluation tool for annual reporting. Aspirational targets detailed in the Framework will not be included in annual reporting until they are completed.

**Table 2. Monitoring, Evaluation and Reporting Process**

MER Target	Actions	Responsibility	Timeframe (end of financial year e.g. 30 June)
Report progress against Framework targets and actions	Carry out monitoring and evaluation activities	Partnership Project Coordinator	Annually
	Complete implementation report for incorporation into the CMA performance dashboard report	Partnership Project Coordinator	Annually
Recognise and celebrate achievements	Develop and use a variety of methods and culturally appropriate ways to share results and successes	Executive Assistant (PR/Media Coordinator)	Annually
	Report achievements, challenges and learning both internally and externally through various media options	Executive Assistant (PR/Media Coordinator)	On-going
Mid-term review and update Framework	Update the framework based on learnings, challenges and achievements	Partnership Project Coordinator	2022
	Clearly identify any economic, social and cultural outcomes achieved through implementation of the Framework	Partnership Project Coordinator	2022

## Program Logic

Program logic is an approach to program planning which captures the rationale behind a strategy or program by expressing how change is expected to occur. It documents the cause-and-effect relationships between program activities, outputs, immediate outcomes and longer-term desired outcomes.

A program logic has been developed for each theme in the Framework Matrix (see Appendix 2, 3 and 4). Both the Matrix and program logic have been designed to incorporate DELWP standard outputs. DELWP standard outputs provide guidance for best practice planning, implementation, evaluation and reporting. They have been developed in conjunction with Victoria's 10 CMAs for NRM investment reporting, and provide a common metric for strategy implementation across the CMA.

## Framework Review

The Framework will have a mid-term review in 2022. Key evaluation questions which will guide the Framework review are detailed in Table 3. These questions will be used to assess whether the key Framework objectives are being achieved and if they have been effective in bringing about the desired organisational changes. This review will also consider the range of economic, social and cultural outcomes that have been achieved through the implementation of the Framework.

**Table 3. Mid-term Framework review process**

Key evaluation questions	Monitoring, evaluation and evidence needed
<p><b>Impact:</b></p> <p>In what ways and to what extent has the Framework supported the full, effective and equitable participation of Traditional Owners and Aboriginal communities in NRM?</p> <p>How has the Framework contributed to Regional Catchment Strategy Objectives?</p>	<p>Monitor change in levels of participation and partnerships – output statistics compared to baseline, quality of engagement events, feedback forms, surveys, most significant change stories, and discussions with CMA staff, Traditional Owners and other partners.</p> <p>Review actions aligned to standard outputs from SPAD. Framework outputs translated into RCS objectives through program logic.</p>
<p><b>Effectiveness:</b></p> <p>To what extent were the Framework actions completed?</p> <p>How effective were the actions in meeting the Framework objectives?</p> <p>Are there other actions that might be more effective?</p> <p>How effective was the framework at contributing to RCS management measures?</p>	<p>Dashboard report on status of actions – % of actions and outputs started/completed/funded.</p> <p>Results from Traditional Owner, partner and CMA staff surveys, discussions and most significant change stories.</p> <p>% or amount of funding received to implement Framework.</p> <p>Alignment of actions and outputs with RCS measures.</p>
<p><b>Efficiency:</b></p> <p>Are we implementing the Framework actions within the timeframe and budget expected?</p> <p>What could be done differently to improve implementation and maximise impact more sustainably?</p>	<p>Results from Traditional Owner, partner and CMA staff surveys, discussions and most significant change/unexpected outcomes stories.</p> <p>Dashboard report on status of actions – % of actions and outputs started/completed/funded.</p> <p>Project budgets and reports.</p> <p>Review of Framework delivery and planning processes.</p> <p>Review of knowledge gaps.</p>
<p><b>Appropriateness:</b></p> <p>Are the actions the most appropriate activities to be undertaken or are there other measures that should be implemented?</p> <p>Did the actions and the way they were undertaken align with partner needs and expectations?</p> <p>Were they consistent with relevant NRM policy and priorities?</p>	<p>Results from Traditional Owner, partner and CMA staff surveys, discussions and most significant change/unexpected outcomes stories.</p> <p>Dashboard report on status of actions – % of actions and outputs started/completed/funded.</p> <p>Review of regional, state and national legislation and policy.</p>
<p><b>Legacy:</b></p> <p>How are the effects of the Framework expected to continue over time, particularly after the Framework has reach the end of its cycle?</p> <p>What cultural, social and economic benefits have occurred through the implementation of the Framework?</p>	<p>Reengagement project and social surveys to determine whether practice, knowledge and skills have changed.</p> <p>Stories of change to demonstrate cultural, social and economic benefits, staff and partners behaviours and expectations, and how the CMA is perceived.</p>

<sup>4</sup>Dart, J. 2007 (unpublished), Training notes: monitoring, evaluation, reporting and improvement (MERI) for natural resource management in Australia.





## Framework Assumptions

Assumptions are expectations, based on current knowledge and experience, about what is important for a strategy's success. The following assumptions can be applied to implementation and evaluation of the Framework:

- ① Traditional Owners and Aboriginal communities are interested in collaborating with CMA in implementing the Framework and carrying out MER activities
- ① Delivering the Framework will help build and strengthen relationships and partnerships with Traditional Owners and Aboriginal communities, and that this will add value to NRM within the Glenelg Hopkins region





*Photo: Participants on the Towards Cultural Flows river trip at Fulham Reserve – including BGLC, Gunditjmarra Traditional Owners, MLDRIN and CMA staff*

- Appropriate levels of resources are available to deliver the Framework targets and actions and for MER activities including the incorporation of improvements and changes when necessary
- Actions undertaken with respective Traditional Owners and Aboriginal communities are reflective of their aspirations, and are designed with consideration of current capacity, resources and governance arrangements
- Evidence is available and can be meaningful applied when evaluating and reporting on implementation
- Traditional Owners and Aboriginal communities have the resources and capacity to participate in MER activities
- Implementing the Framework will contribute to a range of social, cultural, economic and environmental outcomes through NRM





#### Appendix 1. Country Plans and other relevant Strategies

Strategy for Aboriginal Managed Lands in Victoria (2003)	This strategy presents information on Aboriginal owned and managed lands through Victoria, discusses a state-wide framework for Indigenous land and water management, and makes recommendations on sustainable resource management policies and programs relevant to Victoria.
Kooyang Sea Country Plan (2004)	This plan was developed by Framlingham Aboriginal Trust and Windamara Aboriginal Corporation to outline their responsibilities for the management and protection of the natural resources of their country across SW Victoria.
A VCMC Position/ Perspective on Indigenous Engagement in Victoria (2006)	This paper provides an overview of Indigenous engagement in NRM in Victoria up until 2006. It also provides advice on how Catchment Management Authorities can improve engagement, which is still applicable today.
Finding Common Ground – A review of Indigenous engagement in Landcare in Victoria (2010)	This report highlights key factors that contribute to effective working relationships between Landcare groups and Indigenous communities. It also provides recommendations on how to encourage and foster partnerships.
Glenelg Hopkins Regional Catchment Strategy (2013-19)	This Strategy sets the direction for how the region's land, water and biodiversity resources should be managed. Collaboration and engagement with Indigenous communities for improved NRM is a key objective of the Strategy.
Glenelg Hopkins Waterway Strategy (2014-22)	The Waterway Strategy provides a single planning document for river, estuary and wetland management in the Glenelg Hopkins Region. It includes actions specific to Traditional Owner groups across the region.
Budj Bim Master Plan (2014)	This plan presents a vision for the conservation and sustainable use of the Budj Bim National Heritage Landscape for cultural, tourism and community purposes, and provides an enabling framework for the government, the Gunditjmara community and tourism industry to invest in the future development of the Budj Bim Landscape as a tourism destination and as a home to the Gunditjmara community.

*Photo: Uncle Ron Marks (Barengi Gadjin Land Council) showing bushfoods to CMA staff during cultural awareness training*



*Photo: Baskets made by Wadawurrung Traditional Owners*

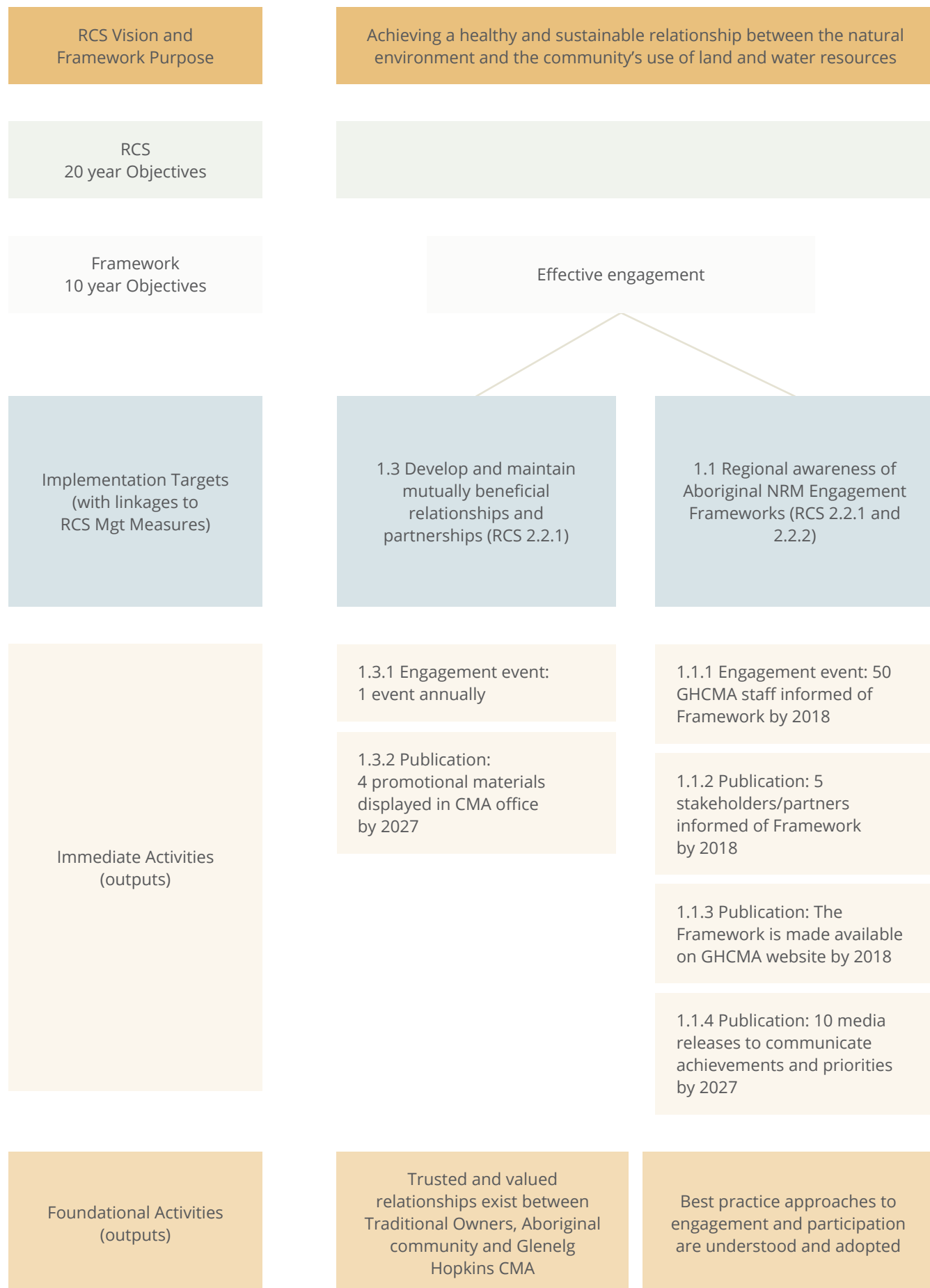
*Photo: Staff from Barengi Gadjin Land Council and Gunditjmara Traditional Owners involved in the Towards Cultural Flows – Glenelg River Aboriginal Water Value project*



Meerreengeeye Ngakeepoorryeeyt (Our Country, Far Seeing) – Eastern Maar Country Plan (2015)	The Eastern Maar Country plan defines the future vision and aspirations that Eastern Maar citizens have for Country.
Ngootyong Gunditj Ngootyoong Mara (Healthy Country, Healthy People) - South West Management Plan (2015)	The South West Management Plan expresses the wider vision that Gunditjmara Traditional Owners, other land managers and the wider community have for the future of more than 130 parks, reserves and Aboriginal community owned properties in south-west Victoria.
Budj Bim IPA Plan of Management (2015-19)	The Budj Bim IPA Plan of Management consolidates the knowledge and learning of the Gunditjmara community and its partners for the management of the properties owned and managed by the community.
Gunditj Mirring and Glenelg Hopkins CMA Partnership Statement (2015-21)	This document outlines the commitment of both Gunditj Mirring and Glenelg Hopkins CMA to continue their partnerships with the aim of a more sustainable and resilient future for the health of people and country.
Tyrendarra Indigenous Protected Area Management Action Plan (2015-2018)	The Plan recognizes that Country means the whole of the environment including nature and heritage and material and spiritual components. This Plan aspires to honour that connection through practical land management practices while providing employment for economic growth development.
Growing What is Good Country Plan. Voices of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples (2017)	Plan developed by Barengi Gadjin Land Council in collaboration with Native Title Services Victoria to support the management of Country and Waters, with a focus on economic development and maintaining cultural traditions.
Framlingham Forest and Deen Maar IPA Plans of Management	This plan outlines the interest of Traditional Owners in maintaining cultural significant areas of remnant forest and coastal habitat in South West Victoria, through Framlingham Aboriginal Trust.



## Appendix 2. Organisational Culture Program Logic



Support the full, effective and equitable participation of Traditional Owners and Aboriginal communities in NRM

## 2.2 Facilitate a collaborative approach to NRM

### Meaningful reconciliation

1.2 Improved CMA awareness and involvement in Aboriginal and Torres Strait Islander dates of significance (RCS 2.2.2)

1.2.1 Publication: 4 media announcements annually

1.2.2 Engagement event: 10 GHCMA staff participate in events annually

1.2.3 Engagement event: 1 internal/external engagement events held annually

### Improved cultural competency

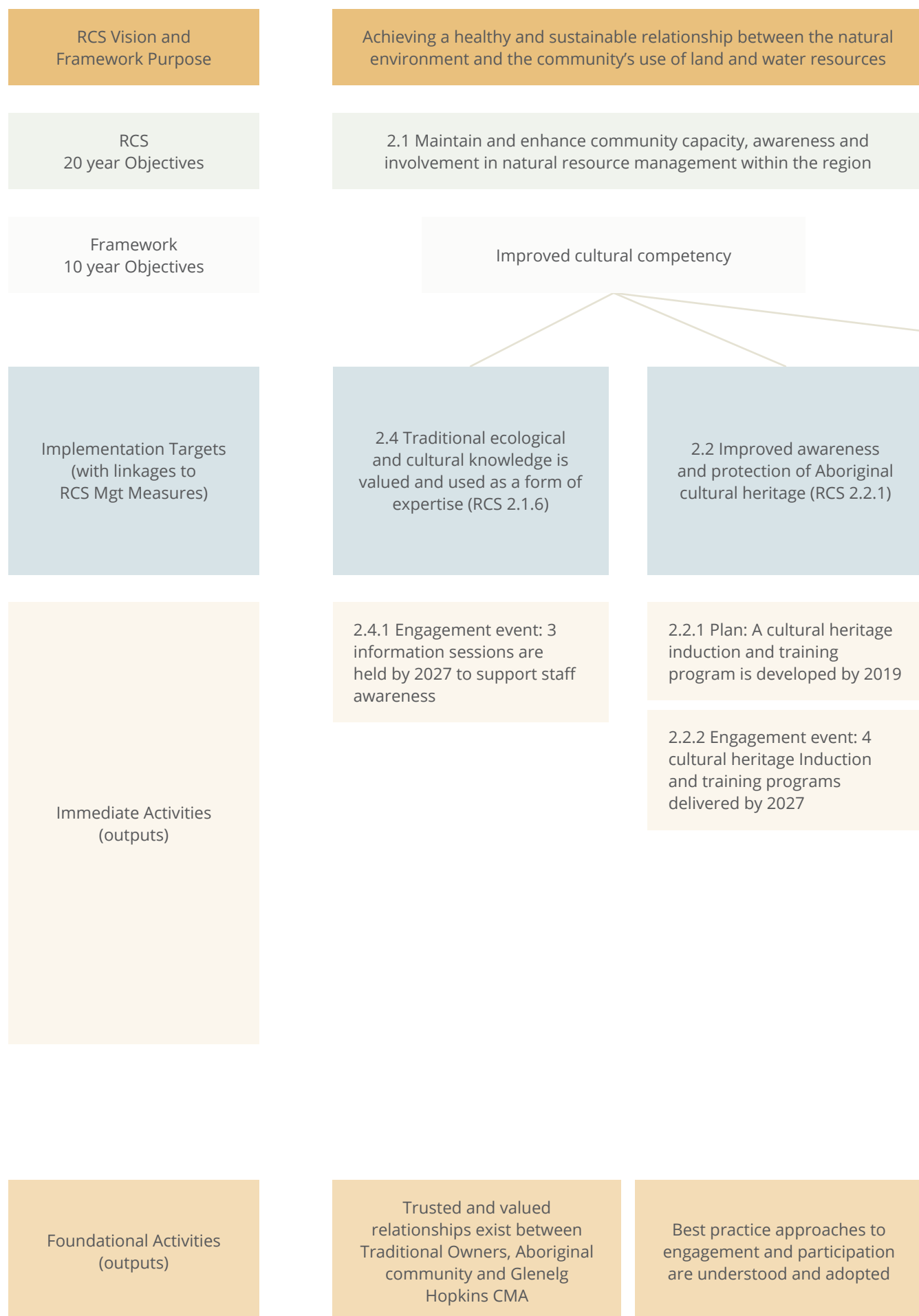
1.4 Reward and celebrate staff that demonstrate a positive organisational culture

1.4.1 Staff achievements will be acknowledged through the CMA rewards and recognition program (no standard output)

Adequate resources, time and funding provided to support effective engagement and participation

Framework endorsed by CMA Board and Traditional Owners

### Appendix 3. Organisational Responsiveness Program Logic



Support the full, effective and equitable participation of Traditional Owners and Aboriginal communities in NRM

## 2.2 Facilitate a collaborative approach to NRM

### Meaningful reconciliation

### Effective engagement

2.1 Continuous cultural learning opportunities are provided to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements (RCS 2.2.1)

2.3 Best practice consultation and engagement processes are adopted (RCS 2.2.1)

2.5 Develop and maintain mutually beneficial relationships and partnerships (RCS 2.2.1)

2.1.1 Engagement event (training): 5 CMA staff participate in cultural awareness induction annually

2.3.1 Engagement event: 3 information sessions are held by 2027 to support consultation and engagement

2.5.1 Information management system: A contact list is developed by 2018 and maintained annually

2.1.2 Engagement event (training): 3 induction sessions completed with CMA Committee members by 2027

2.5.2 Engagement event: 4 information sessions are run to support improved partnership by 2027

2.1.3 Assessment: 6 surveys completed to identify staff training interests and needs by 2027

2.1.4 Engagement event: 6 training events delivered by 2027

2.1.5 A cultural awareness KPI is embedded in all staff performance reviews (not a standard output)

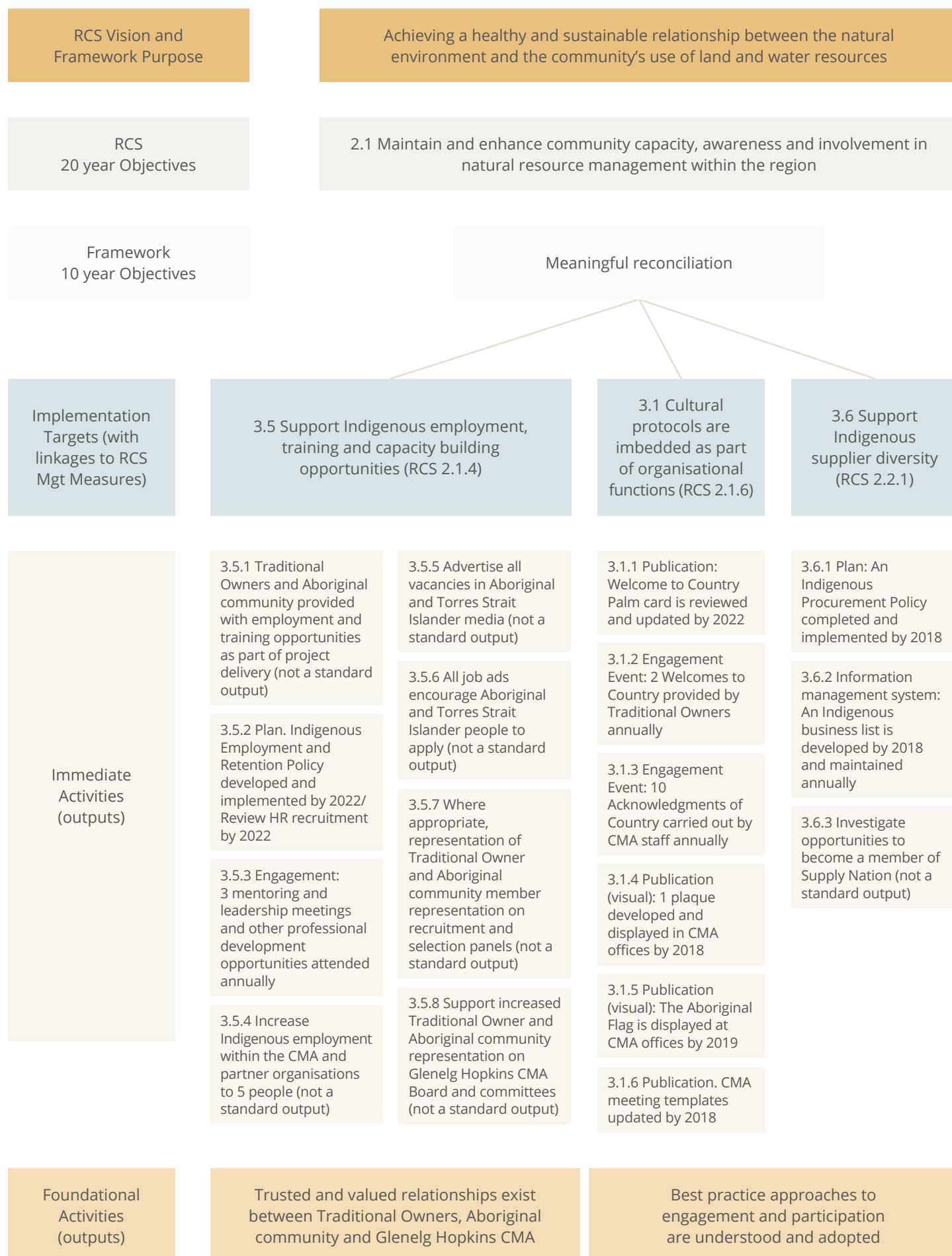
2.5.3 Record no. of on-country visits/ no. of community members involved/ incorporation of traditional knowledge (not a standard output)

Adequate resources, time and funding provided to support effective engagement and participation

Framework endorsed by CMA Board and Traditional Owners



## Appendix 4. Organisational Practice Program Logic



Support the full, effective and equitable participation of Traditional Owners and Aboriginal communities in NRM

## 2.2 Facilitate a collaborative approach to NRM

### Effective engagement

#### 3.2 Develop and maintain mutually beneficial relationships and partnerships (RCS 2.2.1)

3.2.1 Engagement event. 4 investment and project implementation meetings held every 2 years

3.2.2 Plan. Process for obtaining Traditional Owner consent developed and implemented from 2020

3.2.3 Engagement event: 4 events for regional NRM planning documented by 2027

3.2.4 – 3.2.6 Plan. 4 regional NRM strategies reviewed and updated by 2027

3.2.7 Adequate resources, time and funding provided to support effective engagement and participation (not a standard output)

3.2.8 Plan. Land and Sea Country Plans supported where appropriate

3.2.9 Partnership. Gunditj Mirring Partnership Statement reviewed and updated by 2021

3.2.10 Partnership. Statement of Intent developed with BGLC by 2019

3.2.11 Partnership. Partnership Statement developed by Wadawurrung by 2020

3.2.12 Partnership. Partnership formalised with EMAC by 2022

3.2.13 Engagement event: CMA representatives attend 3 Traditional Owner and Aboriginal community organisational meetings annually

### Improved cultural competency

#### 3.3 Traditional ecological and cultural knowledge is valued and used as a form of expertise (RCS 2.1.6)

3.3.1 Plan. Intellectual Property protocol and processes developed by 2020

3.3.2 Traditional ecological and cultural knowledge and practices incorporated into project design and delivery (not a standard output)

#### 3.4 Improved awareness and protection of Aboriginal cultural heritage (RCS 2.2.1)

3.4.1 Plan. Cultural Heritage Compliance Procedure developed and implemented by 2018

3.4.2 Engagement event. 3 relevant CMA staff trained in the use of ACHRIS by 2018

3.4.3 Partnership. AV Protocol Agreement reviewed and updated by 2022

Adequate resources, time and funding provided to support effective engagement and participation

Framework endorsed by CMA Board and Traditional Owners

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*This document was produced by Glenelg Hopkins  
CMA through funding provided by the Australian  
Governments National Landcare Programme.*

Glenelg Hopkins

